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ABSTRACT

This report summarizes the marketing plan developed for the Scottsdale Community College Airpark Campus. In order to eradicate this campus' dependence on the main campus for leadership and funds, the author describes three strategic goals designed to make the Airpark campus self-sufficient within 3 years. The first goal involves the recruitment of students, with the target being to increase full-time student enrollment by 29 percent per year. The second goal is to reduce student attrition by at least one-third; the third goal is to use personnel in a more efficient and effective manner. Each goal--recruitment, retention and staff improvement--is then discussed in relation to 53 marketing tactics, which include the following components: area, target market, needs assessment, market goal, tactic, frequency of tactic, completion date, office responsible, action plan, success indicators and cost. Additional research summarized in the report includes student interests; a survey reports that the student body is fairly homogenous, with most students, who are employed by local companies that support continuing education, preferring short-term, early morning and evening classes. The author recommends using this profile when marketing to potential students, and taking advantage of these findings when scheduling classes. Contains a bibliography. (JJL)

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RUDIMENTS OF A TACTICAL AIRPARK MARKETING PLAN

Scottsdale Community College
Airpark Campus
May 14, 1999

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Scottsdale Community College
AIRPARK CAMPUS

May 14, 1999

TO: Art DeCabooter
Irwin Noyes

FROM: Michael C. Petrowsky

SUBJECT: Rudiments of a Tactical Airpark Marketing Plan

As promised, you will find attached the rudiments of a tactical marketing plan that has been specifically designed for the very special needs of the Airpark campus. The 53 marketing tactics that I have developed are wide ranging yet focused, for they each have the following components:

- **AREA:** Each marketing tactic has been subsumed under one of three wider strategic goals which include either recruitment, retention, or personnel.
- **TARGET MARKET:** The specific target market is identified. Major target sub markets, in some areas, have been identified by previous Airpark market research.
- **NEEDS ASSESSMENT:** This section identifies the specific need or problem that exists in the target market. In many cases, I have tried to identify the need by citing either specific airpark market research that I have conducted, generic research, or problems that I found at the campus.
- **MARKET GOAL:** A market goal is established that attempts to deal with the problems outlined in the needs assessment.
- **TACTIC:** A specific solution is developed to deal with these problems and thus to reach the market goal.
- **FREQUENCY OF TACTIC:** Whether the tactic is designed for a one time use or is to be used every semester.
- **COMPLETION DATE:** A date is specified for solving the problem.
- **OFFICE RESPONSIBLE:** Accountability is emphasized.

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- **ACTION PLAN:** Whenever possible, I have included detailed steps, with deadlines, for implementing the tactic; in other cases, I have provided a general outline.

- **SUCCESS INDICATORS:** Indictors are developed, where possible, for measuring market goal and tactic achievement.

- **COST:** An attempt has been made to identify the cost associated with implementing the tactic. In most cases, an effort has been made to use existing staff and resources.

What this plan is not. It is important to emphasize what this plan does not include. First, because there is no overall SCC marketing plan, this tactical plan cannot be said to logically flow from wider SCC strategy. I have had to compensate for this by developing unique Airpark strategic goals that are discussed in the next section. These goals focus on recruitment (increasing head count), retention, and key Airpark personnel issues. Other goals, such as increasing cash flow through the leasing of facilities, have not been included but could be added at a later date.

Second, the plan lacks the normal "situation analysis" which usually precedes a tactical plan and which focuses on the Airpark's strengths and weaknesses as well as its competitive environment and census configuration. There was simply no time to develop this component in a formal way. Instead, I have identified target markets by using my own Airpark market research. As such, I have relied heavily on my monographs which have been previously sent to you.* (A bibliography and summary of Airpark market research is included in an appendix.)

Third, I have deliberately stayed away from expensive promotional strategies that would cost the college a lot of money. This is simply a recognition that the college does not have this money AND that it can accomplish a great deal of other things IF it uses its internal resources more efficiently and effectively. Despite this, a promotional segment can easily be added on to this plan if conditions and funds warrant it.

Finally, this document should be seen as a working draft in process. In many areas I have had to work alone without the benefit of wider SCC resources. While this independence has its virtues, flying solo does have its share of problems. Completion dates, for example, reflect my own sense of what can be done rather than the normal political obstacles (such as turf, work rules, etc.) that can change many of these dates dramatically. This is especially so in the personnel area,

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although it could apply to many of the other tactics as well. On a more strategic level, I have also had to give estimates of breakeven FTSE goals because I have not seen an actual Airpark budget.

What you should do with this plan. Because this is a working draft, I would share this plan with Airpark staff and other key officials. I would then work on a compromise document that, while it might change some particulars, would still be focused on tactics that had completion dates, responsible officials, and success indicators. Doing this will provide much needed direction and accountability. As a side product, it will also enable you to efficiently and effectively utilize Airpark personnel with a minimum of supervision from SCC administration. The result should be less stress (on all sides) and improved morale.

The next section develops the Airpark strategic goals. This is then followed by 53 marketing tactics which are broken down in the areas of recruitment, retention, and personnel.

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* These have included: *Demographic & Enrollment Characteristics of Airpark Students* (February, 1999), *Airpark Faculty Survey: An Enrollment Summit by Questionnaire* (March, 1999), *Analysis of Airpark First Semester Course Cancellation and Attrition Data* (March, 1999), *Student Survey of Interest Results* (April, 1999, with Jan Binder), *Comparison of Spring '99 & Fall '99 Course Offerings at the Airpark Campus: An Analysis* (May, 1999), and, *Giving the Airpark Campus a Marketing Edge: The Need for an Aviation Management Program and or an Aviation Professional Pilot Program at the Airpark Campus* (May, 1999). This has also been supplemented by numerous reports generated by your Institutional Research Office which have included census analysis and a business needs assessment survey. I am indebted to Jan Binder for assistance with this latter information. Finally, the tactical format has been taken from that developed by Prince George Community College. See their *PGCC Marketing Plan 1981 –1982* in the ERIC database (ED207625).

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Scottsdale Community College
Airpark Campus

Rudiments of a Tactical Airpark Marketing Plan

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AIRPARK STRATEGIC GOALS

AIRPARK STRATEGIC GOALS

The absence of an overall SCC tactical plan, as well as a comprehensive SCC marketing plan, creates considerable difficulties when trying to formulate strategic goals for the Airpark campus. Nevertheless, an attempt has been made to do this for three reasons; first, the Airpark campus, because it lacks goals, is currently a rudderless ship that lacks guidance and leadership. This has resulted in morale problems, "wheel spinning," and an ineffective use of resources. Second, the high rent and other fixed costs associated with operating the Airpark campus have required a large District subsidy as well as infusions of funds from the main Scottsdale campus. It is reasonable to assume that this situation will not last forever, and so it is expected that the Airpark campus will come under increasing scrutiny from District auditors, the District budget committee, and Governing Board members unless self sufficiency is reached within three years from the date of the Airpark's beginning semester. And this can only come about if enrollment is increased, attrition is reduced, and personnel are used in an effective and efficient manner.

So, and without pointing blame at anyone, the need for strategic goals is obvious. For purposes of exposition, these goals have been broken down into the areas of recruitment, retention, and personnel. The narrative that follows goes into greater detail for all three areas.

I. STRATEGIC GOAL NUMBER #1: RECRUITMENT

By some estimates,* the Airpark has fixed operating costs that are approaching $500,000 per year because of high rent and a triple net lease arrangement that requires expenditures for utilities, maintenance, and just about everything else. Variable costs such as staffing probably account for another $500,000 for a total of $1,000,000. But the Airpark's initial, January, 1999 enrollment had a head count of about 600 which generated FTSE of approximately 100. If we assume that the fall semester will also have a head count enrollment of 600, and that summer school might generate an additional 200, this gives us a yearly headcount of 1400 or FTSE of 233. Self sufficiency, however, (defined as being able to pay for these fixed and variable costs), will require a yearly head count of perhaps 3000 with an equivalent FTSE calculation of 500 if we assume that one FTSE is worth $2,000. Thus, the Airpark will have to more than double its enrollment if it is to reach some type of breakeven point that does not rely on District and SCC subsidies. On a semester basis, this means that by

* The estimates are for illustrative purposes only inasmuch as I have not seen a separate Airpark budget.

the spring semester of January, 2002, the Airpark headcount enrollment that spring should approach 1300 students if self sufficiency is to be attained. This also means that if this growth target (1286 students) is to be reached, Airpark enrollment will have to grow at a compounded rate of 29 percent per year. This is the only way to raise yearly headcount enrollment from 1433 to 3000 over a three year period. **Because such growth is unprecedented for SCC, a carefully designed Airpark marketing plan becomes almost mandatory.**

The tactical plan developed here recognizes the critical nature of this problem. The 31 tactical recruitment actions that are suggested are wide ranging and comprehensive yet minimal in cost impact. The goal is simply to maximize an Airpark marketing effort, within existing financial constraints, that will result in increased FTSE.

II. STRATEGIC GOAL NUMBER #2: RETENTION

If my figures are correct, the Airpark has lost about 30 percent of its students during its first semester. There are probably a lot of good reasons for this which include the usual pains associated with a new campus as well as the lack of student services that are traditionally found on the SCC main campus. The goal, however, should be to reduce this attrition by at least a third, for it will make the attainment of the first goal (recruitment) that much easier. The strategy here is to create a more student friendly environment and to provide as many student services as possible given the distance from the main campus. Following this, 14 tactics have been developed that are designed to deal with the Airpark retention problem.

III. STRATEGIC GOAL NUMBER #3: PERSONNEL

If the two goals above are to be reached, staff will have to be more efficiently and effectively utilized. Lines of responsibility, authority, and accountability will have to be clarified. Personnel issues that impact on course scheduling, site coverage, registration, and faculty accountability will have to be tackled in a much more open and aggressive manner if recruitment and retention goals are to be attained. The eight tactics contained in this document attempt to deal with these issues by using existing staff to strengthen Airpark marketing efforts, efforts which will have to be labor intensive given financial and budgetary limitations.

SUMMARY OF SUGGESTED AIRPARK STRATEGIC GOALS

I. RECRUITMENT: INCREASE FTSE BY 29 PERCENT PER YEAR OVER THE NEXT 3 YEARS, OR UNTIL BREAKEVEN STATUS IS ATTAINED.

	YEAR			
	1999	2000	2001	2002
FTSE	233	300.5	387.73	500
HEAD COUNT	1400	1806	2329.74	3005

II. REDUCE STUDENT ATTRITION BY 30 PERCENT OVER THE NEXT THREE YEARS. THE CURRENT RATE OF APPROXIMATELY 30 PERCENT SHOULD FALL TO 21 PERCENT BY 2002.

	YEAR			
	1999	2000	2001	2002
ATTRITION RATE (%)	30	26.81	23.73	21

III. EFFICIENT AND EFFECTIVE UTILIZATION OF STAFF IN THE AREAS OF

- RESPONSIBILITY
- AUTHORITY
- ACCOUNTABILITY

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MARKETING TACTICS FOR RECRUITMENT

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Students enrolled in courses that are cancelled	Recruitment

NEEDS ASSESSMENT: Students whose courses are cancelled may not add a substitute course.

MARKET GOAL: To assist and retain students whose course(s) are cancelled at the beginning of each semester.

TACTIC: Implementation of a telephone notification system to students whose classes are cancelled within 48 hours of cancellation during the week before and after the beginning of each semester.

FREQUENCY OF TACTIC: Every semester

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Advising, Registration, Airpark Secretary

ACTION PLAN:	DEADLINES
1. Produce class rosters with telephone numbers	August, 1999
2. Schedule telephone notification duty shifts for assigned personnel.	August, 1999
3. Telephone students whose classes are cancelled to provide cancellation notice and advice on taking other courses	August, 1999

SUCCESS INDICATORS Number of telephone contacts. Number of substitute courses enrolled in.

COST: Utilize existing personnel, equipment, and supplies

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MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All prospective students.	Recruitment

NEEDS ASSESSMENT: Many students receive their information from nonprint media. Airpark marketing needs to recognize this.

MARKET GOAL: To reach prospective students through the use of nonprint media.

TACTIC: Develop an in house film about the Airpark that can be used at high schools, senior centers, etc.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Media, PR staff

ACTION PLAN:	DEADLINES
1. Meeting between Airpark & media staff.	June, 1999
2. Development of film	July, 1999
3. Distribution of film to high schools & selected employers	August, 1999

SUCCESS INDICATORS: Number of times film is used.

COST: In house production cost

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MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All prospective students	Recruitment

NEEDS ASSESSMENT:

Many students receive their information from non print media. Airpark marketing needs to recognize this.

MARKET GOAL:

To reach prospective students through the use of non print media.

TACTIC:

Placement of television set in the lobby, attached up on the wall, that would show Airpark events, course offerings, etc.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Dean of Instruction, Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Placement of television set.	July, 1999
2. Discussion with media	July, 1999
3. Programming	August, 1999

SUCCESS INDICATORS: Increased student awareness of course offerings; increase in the frequency of lobby usage.

COST: Television set. Construction set up.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Current community college students in the Airpark market area that attend other MCCCD colleges.	Recruitment

NEEDS ASSESSMENT: Research indicates that there are approximately 650 students in the Airpark market area that attend other MCCCD colleges.

MARKET GOAL:

To reduce this number by having these students enroll at the Airpark campus.

TACTIC:

To make these students aware of the Airpark campus and its course offerings.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Institutional Research Office

ACTION PLAN:	DEADLINES:
1. Development of list	June, 1999
2. Send letter and course schedule	July, 1999

SUCCESS INDICATORS:
Increase in number of these students that attend the Airpark campus.

COST: Utilize existing staff; mailing cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Employers/Employees	Recruitment

NEEDS ASSESSMENT:
Research indicates that Airpark employers are not serving as an informational student referral source for the Airpark campus.

MARKET GOAL:

To increase the number of Airpark business employees that enroll.

TACTIC:

To make the Airpark employers aware of our course offerings by reminding them of their participation in the needs assessment survey.

FREQUENCY OF TACTIC: Once every semester

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Institutional Research Office

ACTION PLAN:	DEADLINES:
1. Generate mailing list	July, 1999
2. Send letter and course schedule to the 1950 Airpark businesses that were part of the needs assessment survey.	August, 1999

SUCCESS INDICATORS:
Increase in the number of Airpark business employees that enroll.

COST: Utilize existing staff; mailing cost.

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MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Former students	Recruitment

NEEDS ASSESSMENT:
For the first semester, the Airpark experienced an attrition rate of 30 percent.

MARKET GOAL:

To insure that students who dropped return and enroll.

TACTIC:

Develop a student drop survey instrument and then use this in telephone calls and letters to these students.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Institutional Research Office

ACTION PLAN:	DEADLINES:
1. Call all students who dropped. Find out why.	July, 1999
2. Send follow up letter, course schedule, and survey instrument to these students.	August, 1999

SUCCESS INDICATORS: A significant reduction in the attrition rate and the return of these students to the Airpark campus.

COST: Utilize existing staff; mailing cost.

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MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark employers	Recruitment

NEEDS ASSESSMENT:
Research indicates that Airpark employers are not serving as an informational student referral source for the Airpark campus.

MARKET GOAL:
To make Airpark employers feel that we are a resource for them so that they will refer students to us by developing a job information exchange system for employers and students.

TACTIC:

Inform Airpark employers that we will place a bulletin board up that will announce employment vacancies at no cost to them.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Place bulletin board up.	July, 1999
2. Notify employers by letter and notification to Scotsdale Airpark News	August, 1999

SUCCESS INDICATORS: Greater involvement by Airpark employers as evidenced by postings.

COST: Bulletin board; mailing

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Current students who walk in & register.	Recruitment

NEEDS ASSESSMENT:
Research indicates that students are finding out about the Airpark from a number of sources. This needs to be better understood.

MARKET GOAL:

To sharpen and fine tune informational mechanisms that tell students who we are.

TACTIC:
Development of a survey instrument that will ask students (who walk in to register) how they found out about us.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
July, 1999	Airpark Campus Director	Institutional Research Office

ACTION PLAN:	DEADLINES:
1. Development of survey form	June, 1999
2. Implementation	July, 1999

(Analysis done every semester by IR office.)

SUCCESS INDICATORS: A detailed and reliable database.

COST: Utilize existing staff.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Current Students	Recruitment

NEEDS ASSESSMENT:

Many students still do not know what courses are being offered.

MARKET GOAL:

To make currently enrolled students aware of our course offerings.

TACTIC:

Ask Airpark faculty to place WEB page listing on their syllabi, with an explanation that this contains the course schedule.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	

ACTION PLAN:
1. Letter to faculty
2. Inspection of syllabi.

DEADLINES:
August, 1999
August –December, 1999

SUCCESS INDICATORS: At least 50 percent of course syllabi contain the WEB page listing.

COST: Utilize existing staff.

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MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Senior Citizens	Recruitment

NEEDS ASSESSMENT:
A significant portion of the Airpark market consists of people at or near retirement age.

MARKET GOAL:

To increase enrollment of students above 54 years of age.

TACTIC:

Contact senior centers, retirement life care communities, in the Airpark market area. Explore feasibility of shuttle service that would be run by these centers.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	

ACTION PLAN:
1. Develop list.
2 Send letters
3. Telephone calls
4. Site visits

DEADLINES:
Summer, 1999
September, 1999
October – Nov 1999
December, 1999

SUCCESS INDICATORS: Increase in senior citizen enrollment.

COST: Utilize existing resources; mailing cost

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Public High School Population	Recruitment

NEEDS ASSESSMENT:
Research indicates that local public high schools are not serving as an informational referral source for the Airpark campus.

MARKET GOAL:

To increase the number of recent high school graduates that attend the Airpark.

TACTIC:

Make the area high schools aware of the Airpark presence.

FREQUENCY OF TACTIC: Fall, then every spring semester

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Send letters to high schools	August, 1999
2. Invite high school faculty/counselors to Airpark for open house.	September, 1999
3. Place ads in high school newspapers/yearbooks	October, 1999
4. Visit high schools	December, 1999

SUCCESS INDICATORS: Increase in recent high school graduates attending Airpark campus after year 2000 class graduates.

COST: Mailing, open house expense.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Proprietary High School Population	Recruitment

NEEDS ASSESSMENT:
This is currently not a recruitment resource for the Airpark campus.

MARKET GOAL:

To increase the number of proprietary school graduates that attend the Airpark.

TACTIC:

Contact all training schools and private high schools.

FREQUENCY OF TACTIC: Every spring.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
April, 2000	Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Develop a mailing list	January, 2000
2. Send letter with course schedule	February, 2000
3. Telephone follow up.	March, 2000
4. Site visits.	April, 2000

SUCCESS INDICATORS: Increase in number of students that attend the Airpark campus from this sector.

COST: Utilize existing staff; mailing costs.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Recent High School Graduates	Recruitment

NEEDS ASSESSMENT:
The recent high school graduate market is a small but significant niche that needs to be cultivated.

MARKET GOAL:

To increase the number of recent high school graduates attending the Airpark.

TACTIC:

Contact recent public high school graduates.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
November, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Work with High Schools to develop a mailing list of recent high school graduates. (Last two years.)	September, 1999
2. Telephone call to each graduate.	October, 1999
3. Send letter, course schedule to each graduate.	November, 1999

SUCCESS INDICATORS: Increase in recent high school graduates attending Airpark starting with January, 2000 semester.

COST: Mailing cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Employers/Employees	Recruitment

NEEDS ASSESSMENT:
Airpark employers do not tell their employees about our existence. On site employer registration may be necessary.

MARKET GOAL:
To increase the number of Airpark business employees that attend the campus.

TACTIC:

Development of an onsite registration system where SCC staff go directly to employers and register students on site. (The University of Phoenix does this quite successfully.)

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Registrar's Office, Advising

ACTION PLAN:	DEADLINES:
1. Development of a list that shows 20 largest Airpark employers.	June, 1999
2. Telephone calls, letters, advising employers of this service.	July, 1999
3. On site registration	August, 1999

SUCCESS INDICATORS: Increase in the number of Airpark business employees that are enrolled at the campus.

COST: Mailing, staff time on site.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Friends of current students	Recruitment

NEEDS ASSESSMENT:

Research indicates that approximately 13 percent of our students found out about the Airpark campus from family and friends. This could be increased.

MARKET GOAL:

To utilize our current students as a source of referrals.

TACTIC:

Ask students for the names and addresses of 3 friends that would be interested in attending. Offer them a coffee cup, t-shirt, etc, for doing this.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES:
1. Buy coffee cups, t shirts, etc.	August, 1999
2. Set up table, collect referrals	September – Nov. 1999
3. Letter to these potential students	December, 1999

SUCCESS INDICATORS: The number of new students that enroll at the Airpark by this method.

COST: Mailing, coffee mugs.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Recruitment

NEEDS ASSESSMENT:
Airpark student surveys reveal that students prefer courses of five to eight weeks in duration.

MARKET GOAL:
To increase enrollment by offering more courses that are five to eight weeks in duration.

TACTIC:

Increase five to eight week courses in Spring, 2000, semester by 50 percent over the fall, 1999 semester. Emphasis should be placed on courses that are not fast track.

FREQUENCY OF TACTIC: One time, with subsequent review.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
January, 2000	Airpark Campus Director	Department Chairs

ACTION PLAN:
1. Meet with Department Chairs
2. Revised course schedule for spring semester.

DEADLINES
August, 1999
September, 1999

SUCCESS INDICATORS: Increase in five to eight week course offerings by January, 2000.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Day students	Recruitment

NEEDS ASSESSMENT:
Airpark student survey indicates that the 8AM to 10AM time block is a preferred time for students. Fall , 1999, course schedule does not reflect this.

MARKET GOAL:
To increase enrollment by offering more courses in the 8AM to 10AM time period.

TACTIC:

Increase course offerings. in this time period, for the Spring, 2000 semester, by 30 percent over the fall, 1999, semester.

FREQUENCY OF TACTIC: One time, with subsequent review by IR office.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
January, 2000	Airpark Campus Director	Department Chairs

ACTION PLAN:	DEADLINES
1. Meet with Department Chairs.	August, 1999
2. Revised course schedule for Spring semester	September, 1999

SUCCESS INDICATORS: Increased early morning course offerings.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark businesses and employees	Recruitment

NEEDS ASSESSMENT:
Research indicates that Airpark employers are not serving as an informational student referral source for the Airpark campus.

MARKET GOAL:

To make Airpark employers feel that we are a resource for them so that they will refer students to us.

TACTIC:

Set up a "job fair" for Airpark employers and students.

FREQUENCY OF TACTIC: Once every year, pending review by IR office.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March, 2000	Airpark Campus Director	IR Office, Job Placement, PR Office

ACTION PLAN:	DEADLINES
1. Meeting to plan event; tasks assigned.	January, 2000
2. Send letters to employers announcing event, request assistance.	January, 2000
3. Notify students and community	February, 2000
4. Stage event	March, 2000
5. Assessment	March, 2000

SUCCESS INDICATORS: Greater involvement by Airpark employers; attendance at job fair.

COST: Utilize existing resources; mailing cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Weekend Students	Recruitment

NEEDS ASSESSMENT:
Airpark research suggests the moderate need for a Friday/weekend college.

MARKET GOAL:

To have a fully operational weekend college.

TACTIC:

Increase Friday night/Saturday morning offerings, with emphasis on non business classes of five to eight weeks duration.

FREQUENCY OF TACTIC: Every semester, with subsequent review by IR office.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
January, 2000	Airpark Campus Director	Department Chairs

ACTION PLAN:	DEADLINES
1. Meet with Department Chairs	August, 1999
2. Revised course schedule for Spring semester	September, 1999

SUCCESS INDICATORS: Increase in Friday night/Saturday morning course offerings

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Weekend students	Recruitment

NEEDS ASSESSMENT:
There is little or no student awareness of Airpark weekend course offerings.

MARKET GOAL:

To make students aware of our weekend college.

TACTIC:

Development of a brochure that advertises the weekend college.

FREQUENCY OF TACTIC: One time, with updated material.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Public Relations

ACTION PLAN:	DEADLINES
1. Work with public relations/graphics to plan layout.	September, 1999
2. Printing and mailing	December, 1999

SUCCESS INDICATORS: Increased student awareness of weekend course offerings. Enrollment increase.

COST: Utilize existing resources; mailing cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Weekend students (Women with children)	Recruitment

NEEDS ASSESSMENT:
There is little or no awareness of Airpark weekend course offerings by women with small children, and with child care problems during the week days, who may be able to utilize the weekend college.

MARKET GOAL:

To make women with small children aware of our weekend college.

TACTIC:

Contact women's organizations and child care centers.

FREQUENCY OF TACTIC: One time, with updated material.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Public Relations, IR Office

ACTION PLAN:
1. Develop mailing list
2. Send letter and brochure.

DEADLINES
September, 1999
December, 1999

SUCCESS INDICATORS: Increased awareness of weekend course offerings by women with young children. Enrollment increase.

COST: Utilize existing resources; mailing cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Businesses & Employees	Recruitment

NEEDS ASSESSMENT:
There is minimal awareness by Airpark employers of the Airpark campus as a resource center that could help them with their business problems.

MARKET GOAL:

To make Airpark employers aware that the SCC Airpark campus is a resource for them.

TACTIC:

Have key SCC Airpark staff write a series of articles that would be placed in the Scottsdale Airpark News.

FREQUENCY OF TACTIC: Continuous

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March, 2000	Airpark Campus Director	Designated staff

ACTION PLAN:	DEADLINES
1. Discussion with editor of Scottsdale Airpark News about topics. Topic selection.	September, 1999
2. Designation of staff writers.	October, 1999
3. Submit articles to Airpark News	December, 1999

SUCCESS INDICATORS: Publication of articles in Scottsdale Airpark News

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Businesses & Employees	Recruitment

NEEDS ASSESSMENT:
There is minimal awareness by Airpark employers of the Airpark campus as a resource center that could help them with their business problems.

MARKET GOAL:

To make Airpark employers aware that the SCC Airpark campus is a resource for them.

TACTIC:

Explore feasibility of working with SCC Chamber of Commerce and SCORE to jointly work together on providing technical assistance to small businesses in the Airpark.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March, 2000	Airpark Campus Director	Designated staff

ACTION PLAN:	DEADLINES
1. Meeting with Chamber officials; preparation, submission of feasibility study	December, 1999
2. First projects started	March, 2000

SUCCESS INDICATORS: Joint technical assistance projects launched

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Businesses & Employees	Recruitment

NEEDS ASSESSMENT:
There is minimal awareness by Airpark employers of the Airpark campus as a resource center that could help them with their business problems.

MARKET GOAL:

To make Airpark employers aware that the SCC Airpark campus is a resource for them.

TACTIC:

Set up "speaker's list" that consists of designated Airpark staff that would speak on selected topics.

FREQUENCY OF TACTIC: One time

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Designated staff

ACTION PLAN:	DEADLINES
1. Select designated staff	October, 1999
2. Select designated topics	November, 1999
3. Send out press release to Scottsdale Airpark News and selected publications	December, 1999

SUCCESS INDICATORS: Establishment of speaker's list; press coverage.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Aviation Students	Recruitment

NEEDS ASSESSMENT:
The Airpark campus is not utilizing one of its greatest marketing strengths –i.e., its proximity to the airport and aviation related businesses.

MARKET GOAL:

To maximize the Airpark's location to the airport and aviation related businesses.

TACTIC:

Develop an aviation management program and an air pilots program on either a certificate basis or as formal two year programs.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March , 2000	Airpark Campus Director	Division Chair/ Curriculum Development Specialist

ACTION PLAN:
1. Preparation of curriculum documents
2. Submission to District Office/IC

DEADLINES
Fall, 1999
March, 2000

SUCCESS INDICATORS: Programs operational by January, 2001

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Recruitment

NEEDS ASSESSMENT:
Greater awareness of the Airpark campus is needed on the SCC main campus.

MARKET GOAL:

To make students aware of the opportunities available at the Airpark campus

TACTIC:

To have the Airpark Campus Director interviewed by the SCC Campus News for a subsequent article in the student newspaper.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
November, 1999	Airpark Campus Director	PR Office/Faculty Journalism Official

ACTION PLAN:
1. Interview with SCC Campus News
2. Article publication

DEADLINES
September, 1999
November, 1999

SUCCESS INDICATORS: Publication of article.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Recruitment

NEEDS ASSESSMENT:
Greater awareness of the Airpark campus is needed on the SCC main campus.

MARKET GOAL:

To make students aware of the opportunities available at the Airpark campus.

TACTIC:

To have the Airpark Campus Director address a meeting of SCC's student government in order to explain the opportunities available at the Airpark.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
November, 1999	Airpark Campus Director	PR Office/Faculty Student Government Advisor

ACTION PLAN:
1. Set up meeting.
2. Meet with SCC student government.

DEADLINES
September, 1999
November, 1999

SUCCESS INDICATORS: Greater student awareness.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All SCC Faculty	Recruitment

NEEDS ASSESSMENT:
Greater awareness of the Airpark campus is needed on the SCC main campus.

MARKET GOAL:

To make SCC faculty aware of the opportunities available at the Airpark campus.

TACTIC:

To have the Airpark Campus Director, and Airpark staff, address the welcome back from summer meeting of SCC's faculty in order to explain the progress and opportunities available at the Airpark.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Dean of Instruction

ACTION PLAN: **DEADLINES**
1. Meet with SCC faculty, introduce Airpark staff — August, 1999

SUCCESS INDICATORS: Greater faculty awareness.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All Students	Recruitment

NEEDS ASSESSMENT:
The geographic layout of the Airpark is confusing to prospective students, especially those coming from the area northeast of the campus.

MARKET GOAL:

Placement of additional street signs to make it easier for new students to find us.

TACTIC:

Encourage ADOT to place SCC Airpark signs on (1) Frank Lloyd Wright & Greenway-Hayden, (2) 73rd Street & Greenway-Hayden, and (3) 73rd Street and Butherus,.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES
1. Letters to ADOT	June, 1999
2. Follow up	July, 1999

SUCCESS INDICATORS: Placement of signs.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Airpark Small Business Owners	Recruitment

NEEDS ASSESSMENT:
There is minimal awareness by Airpark employers of the Airpark campus as a resource center that could help them with their business problems.

MARKET GOAL: (SEE TACTIC 23 FOR COMPLEMENTARY TACTIC.)
To recruit small business owners to the college by establishing a small business resource identity and support program.

TACTIC:

Develop a program which supplies the small business community in the Airpark with a means by which they may obtain training, support, information, and referrals.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Assigned faculty, IR Office

ACTION PLAN:	DEADLINES
1. Acquisition of mailing list	July, 1999
2. Send letters/site visits with small business owners	August-Nov, 1999
3. Develop list of services, resources	November, 1999
4. Initiate small business institute concept	December, 1999

SUCCESS INDICATORS: Increase in attendance by small business owners in business related courses; a list of business owners actually requesting assistance.

COST: Utilize existing resources

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
Aviation Related Businesses	Recruitment

NEEDS ASSESSMENT:
There is minimal awareness by Aviation businesses of the Airpark campus.

MARKET GOAL:
To increase awareness of pilots, airplane owners, and aviation related industries in the Airpark campus.

TACTIC:

Develop a joint publicity event with the Scottsdale airport.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Dean of Instruction/PR Office

ACTION PLAN:	DEADLINES
1. Discuss feasibility of event with Airport officials	July, 1999
2. Stage event	December, 1999

SUCCESS INDICATORS: Increase in awareness; attendance at event.

COST: Utilize existing resources; event costs

MARKETING TACTICS FOR RETENTION

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Greater contact is needed throughout the semester between Airpark administration and currently enrolled students.

MARKET GOAL:
To promote greater interaction between the administration and students and thereby help to reduce the attrition rate.

TACTIC:

For those students currently enrolled, the Airpark Campus Director should contact these students using electronic mail at least twice a semester.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
December, 1999	Airpark Campus Director	Computer Staff

ACTION PLAN:	DEADLINES:
1. Ask faculty to request email addresses from students.	September, 1999
2. Compile list.	September, 1999
3. Preparation, writing of two email messages	October, 1999
4. First email message sent	October, 1999
5. Second email message sent	December, 1999

SUCCESS INDICATORS: Reduced attrition, fewer student complaints.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Greater faculty student interaction is needed outside the classroom. The faculty offices in Air 14 prevent this from occurring.

MARKET GOAL:
To promote greater faculty student interaction and thereby help to reduce the attrition rate.

TACTIC:

Relocate faculty offices from Air 14 to Air 6.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
July, 1999	Airpark Campus Director	Maintenance Staff, Computer Staff

ACTION PLAN:
1. Check with maintenance, computer staff.
2. Relocate offices.

DEADLINES:
June, 1999
July, 1999

SUCCESS INDICATORS: Greater faculty student interaction; improved security.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Students are more likely to stay enrolled at a college that is perceived to be student friendly and personal.

MARKET GOAL:
To create a customer friendly climate that encourages students to attend and stay.

TACTIC:

Place photos of Airpark administration, full time faculty, and staff in main lobby.

FREQUENCY OF TACTIC: One time.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Media/PR

ACTION PLAN:	DEADLINES:
1. Develop list of staff to be photographed.	June, 1999
2. Select site for photos.	July, 1999
3. Have pictures taken.	August, 1999
4. Mount pictures	August, 1999

SUCCESS INDICATORS: Greater retention

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Research indicates that as much as 17 percent of Airpark student attrition could be reduced by the addition of counseling interventions.

MARKET GOAL:
To retain students by providing them with needed counseling assistance.

TACTIC:

Develop a program in which the SCC counseling staff visits the campus at least twice every semester.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Counseling Department

ACTION PLAN:	DEADLINES:
1. Letter to students notifying them that counseling assistance is available, and dates of visits.	August, 1999
2. Site visit by counselors	September, 1999
3. Second visit	November, 1999

SUCCESS INDICATORS: Greater retention, fewer complaints

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Research indicates that students want this information and that financial aid may help to lower attrition.

MARKET GOAL:
To retain students by providing them with needed financial aid assistance.

TACTIC:

Develop a program in which the SCC financial aid staff visits the campus at least once every semester.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Financial Aid Office

ACTION PLAN:
1. Meeting with financial aid office to develop a plan.
2. Letter to students notifying them that financial aid is available and that a financial aid advisor will visit the campus.

DEADLINES:
July, 1999
August, 1999

SUCCESS INDICATORS: Greater retention.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
There is a need to let students know that there are counseling, advising, and financial aid services available.

MARKET GOAL:
To retain students by providing them with needed college services.

TACTIC:

Ask faculty to place a paragraph or two in their syllabi that describes these services. Ask faculty to distribute relevant advising, counseling, and financial aid literature during the first week of classes.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Airpark Faculty

ACTION PLAN: **DEADLINES:**

1. Memo to faculty with this request. August, 1999
2. Placement of brochures in faculty mailboxes for distribution to students. August, 1999

SUCCESS INDICATORS: At least 50 percent of the syllabi contain this information.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
A formal communication mechanism is needed for faculty, students, and staff.

MARKET GOAL:
To retain students by showing the "human side" of the campus.

TACTIC:

Develop an Airpark newsletter that is designed for faculty, students, and staff.

FREQUENCY OF TACTIC: Twice a semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
November, 1999	Airpark Campus Director	Airpark Faculty/ PR staff

ACTION PLAN:

1. Initial discussions with Media/PR.
2. First draft
3. First publication (twice a semester thereafter).

DEADLINES:

August, 1999
October, 1999
November, 1999

SUCCESS INDICATORS: Initial publication. Improved communication that lowers attrition, improves morale.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Research indicates that as much as 27 percent of Airpark student attrition could be reduced by timely advising interventions.

MARKET GOAL:
To retain students by providing them with needed advising assistance.

TACTIC:

Develop a program in which advising staff visit the campus at least 4 times every semester.

FREQUENCY OF TACTIC: Four site visits a semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Advising staff

ACTION PLAN:	DEADLINES:
1. Initial discussions with Media/PR.	August, 1999
2. Letters to students.	August, 1999
3. Four site visits every semester.	August-Dec, 1999

SUCCESS INDICATORS: Reduced attrition, fewer complaints.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Research indicates that student attrition could be reduced by introducing students to studentship skills material.

MARKET GOAL:
To retain students by providing them with studentship skills material.

TACTIC:

Set up and operate a mini "Learning Assistance Center" in the Airpark that contains how to study" aids, time management aids, etc.

FREQUENCY OF TACTIC: Once

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	SCC LAC

ACTION PLAN:	DEADLINES:
1. Initial discussions with LAC about materials.	July, 1999
2. Select site	July, 1999
3. Implementation	August, 1999

SUCCESS INDICATORS: Reduced attrition, fewer complaints.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
New students	Retention

NEEDS ASSESSMENT:
New students at the Airpark face the same transition difficulties as students going to the main campus.

MARKET GOAL:
To reduce the transition difficulties faced by new students and thus reduce attrition.

TACTIC:
Develop an orientation packet for new students.

FREQUENCY OF TACTIC: Once, but used every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Dean of Student Services

ACTION PLAN:	DEADLINES:
1. Meeting with Dean	June, 1999
2. Development of packet	July, 1999
3. Identification of new students	August, 1999
4. Printing/Distribution	August, 1999

SUCCESS INDICATORS: Reduced attrition, fewer complaints

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All Students	Retention

NEEDS ASSESSMENT:
An overall assessment of Airpark teaching is needed.

MARKET GOAL:
To improve instruction in order to reduce attrition.

TACTIC:
A comprehensive examination of all spring and summer faculty course evaluations and student evaluations, with an emphasis on spotting general patterns and trends.

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
October, 1999	Airpark Campus Director	Faculty Coordinator/IR Office

ACTION PLAN:
1. Evaluation of all faculty course evaluation materials.
2. Comprehensive report to Dean of Instruction.

DEADLINES:
September, 1999
October, 1999

SUCCESS INDICATORS: Improvements in Airpark instruction which reduce attrition.

COST: Utilize existing staff and resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Students are more likely to stay enrolled at a college that is perceived to be customer friendly and student oriented.

MARKET GOAL:

To create a student oriented climate that encourages students to attend and to stay enrolled.

TACTIC:

Invite representatives of SCC student government to visit the Airpark campus and meet with students.

FREQUENCY OF TACTIC: Once

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES
1. Letter of invitation to student government.	January, 1999
2. Notify Airpark students.	February, 1999
3. Formal visit	March, 1999

SUCCESS INDICATORS: Reduced attrition.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
Course syllabi should recognize that the Airpark does not have easy access to the facilities at the main campus.

MARKET GOAL:

To insure that students are not dropping because of unrealistic course requirements.

TACTIC:

Examine syllabi to insure that they are student friendly and reflect the Airpark's limitations.

FREQUENCY OF TACTIC: Once every semester

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
October, 1999	Airpark Campus Director	Faculty Coordinator

ACTION PLAN:

	DEADLINES
1. Examination of all course syllabi.	September, 1999
2. Report to Dean of Instruction	October, 1999

SUCCESS INDICATORS: Reduced attrition, fewer complaints.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Retention

NEEDS ASSESSMENT:
There are no student clubs at the Airpark. Research indicates that this type of activity reduces student attrition.

MARKET GOAL:

To reduce attrition by establishing some extra curricular student activities.

TACTIC:

Explore feasibility of linking up with student clubs at main campus.

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
March , 2000	Airpark Campus Director	Faculty Coordinator/Dean of Student Services

ACTION PLAN:

1. Meetings with student advisors, clubs
2. Submission of feasibility study to Dean of Instruction.

DEADLINES

January-February, 2000
March, 2000

SUCCESS INDICATORS: Reduced attrition, fewer complaints.

COST: Utilize existing resources.

MARKETING TACTICS FOR PERSONNEL

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
Course scheduling relies too heavily on Division/Department Chairs.

MARKET GOAL:
To promote course scheduling flexibility in order to increase enrollment and reduce attrition.

TACTIC:

To develop an Airpark "talent bank" of faculty that can be used to staff courses.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
November, 1999	Dean of Instruction/Airpark Campus Director	District Personnel

ACTION PLAN:	DEADLINES
1. Placement of ad in newspapers	September, 1999
2. Organize ad responses by discipline	October, 1999
3. Ask faculty for names	October, 1999
4. Cultivate ASU Department contacts.	November, 1999
5. Status Report to Dean	November, 1999

SUCCESS INDICATORS: A talent bank of at least 200 faculty. Independence from SCC Department Chairs.

COST: Utilize existing resources, ad cost.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
There is no Airpark support system for faculty that have never taught before.

MARKET GOAL:
To develop a new faculty support system that will improve instruction in order to promote recruitment and reduce attrition.

TACTIC:

Design orientation packet for faculty that have never taught before.

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Faculty Coordinator

ACTION PLAN:
1. Develop orientation packet.
2. Distribute to new faculty.

DEADLINES
July, 1999
August, 1999

SUCCESS INDICATORS: Fewer student complaints.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
The OYOs and OSOs are not being effectively utilized. Hours of accountability are not monitored.

MARKET GOAL:
To use OYO and OSO hours of accountability to achieve market goals in the areas of recruitment and retention.

TACTIC:

Develop a plan that has OYOs and OSOs engaged in advising, registration, telemarketing, bulk mailings, on site registration, and related site visits.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	Faculty Coordinator

ACTION PLAN:	DEADLINES
1. Development of a plan that specifies hours, tasks.	July, 1999
2. Meeting with OSOs and OYOs.	August, 1999
3 Plan implementation.	August, 1999
4. Report to Dean on how hours were used.	December, 1999

SUCCESS INDICATORS: Efficient utilization of staff.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
There are overlaps in staff coverage of the campus. Too many personnel are working the 7AM to noon slot; no registration or advising, at present, can occur at night.

MARKET GOAL:
To increase staff coverage of the campus by reducing overlap in order to increase enrollment and reduce attrition.

TACTIC:

Design work schedules so that overlap is minimized and coverage is as wide as possible so that advising and registration can occur at all hours during the day and evening hours of operation. Each full time staff member should work at least one night per week.

FREQUENCY OF TACTIC: Every semester.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director	

ACTION PLAN:	DEADLINES
1. Work schedule plan	July, 1999
2. Meeting with staff	July, 1999
3. Plan implementation	August, 1999
4. Report to Dean	August, 1999

SUCCESS INDICATORS: More efficient staff coverage of the campus.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
Areas of responsibility and authority are blurred and confused at the Airpark.

MARKET GOAL:
To clarify and organize work relationships in order to promote enrollment and reduce attrition.

TACTIC:

Develop an organization chart, along with job descriptions, that clearly specifies lines of responsibility, authority, and accountability.

FREQUENCY OF TACTIC: Once, with necessary update.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Dean of Instruction	

ACTION PLAN:	DEADLINES
1. Development of organization chart and job descriptions.	Summer, 1999
2. Meeting with Airpark staff.	August, 1999
3. Implementation.	August, 1999

SUCCESS INDICATORS: Revised organizational structure that promotes enrollment.

COST: Utilize existing resources.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
The current monopoly on course scheduling at the Airpark is creating problems in terms of enrollment growth and retention.

MARKET GOAL:
To create course schedules that promote flexibility, increase enrollment, and reduce attrition.

TACTIC:

To train at least one other full time staff person in course scheduling. To implement the recommendations contained in the report, *Comparison of Spring '99 & Fall '99 Course Offerings at the Airpark Campus: An Analysis*. (May, 1999)

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Airpark Campus Director/Dean of Instruction	

ACTION PLAN:	DEADLINES
1. Development of training plan.	June, 1999
2. Training	August, 1999
3. Implementation of report recommendations	August, 1999

SUCCESS INDICATORS: More flexible course scheduling.

COST: Utilize existing resources; possible training expenditure.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
Staff limitations restrict advising and registration to day hours of operation.

MARKET GOAL:
To conduct registration during all hours of operation in order to increase enrollment.

TACTIC:

To develop a plan that will train all full time Airpark staff and faculty in advising and registration procedures.

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
September, 1999	Dean of Instruction	Airpark Campus Director/Registration & Advising Staff

ACTION PLAN:	DEADLINES
1. Development of training plan.	June, 1999
2. Training	July, 1999

SUCCESS INDICATORS: All staff trained; flexible registration and advising.

COST: Utilize existing resources; possible training expenditure.

MARKETING TACTIC ACTION FORM

TARGET MARKET:	AREA:
All students	Personnel

NEEDS ASSESSMENT:
Airpark staff need to be aware of Airpark goals, with emphasis on the marketing plan

MARKET GOAL:
To inform Airpark staff, including all faculty, on what needs to be done over the next three years.

TACTIC:

Discuss with Airpark staff all relevant information including costs, needed FTSE growth, expectations, etc.

FREQUENCY OF TACTIC: Once.

COMPLETION DATE:	OFFICE RESPONSIBLE:	OTHERS RESPONSIBLE:
August, 1999	Dean of Instruction	Airpark Campus

ACTION PLAN:
1. Meeting with all staff

DEADLINES
August, 1999

SUCCESS INDICATORS: Staff made aware of goals, plans, expectations.

COST: Utilize existing resources.

SUMMARY OF AIRPARK MARKET RESEARCH

SUMMARY OF AIRPARK MARKET RESEARCH

I. FROM THE STUDENT SURVEY OF INTERESTS:

- There may not be much difference between day and evening student preferences for courses and related college services. The Airpark population is far more homogeneous than its counterpart on the main campus.
- A significant number of students are employed by companies that are located in or near the Airpark. Many of these students, moreover, work for companies that have tuition refund policies. On site registration by SCC staff could thus be possible.
- The marketing strength of the Airpark, its attractiveness to students, lies in its proximity for students to home and employment. Marketing efforts should reflect this.
- College mailings and newspaper ads appear to be the most effective medium for reaching Airpark students.
- Career counseling, academic advisors, and financial aid assistance have been clearly expressed by students as needed college services.
- Airpark course offerings, as expressed by student preferences, should be flexible and should limit class frequency per week while also limiting class duration. Classes of 5 to 8 weeks showed the strongest preference.
- The core Airpark market shows the strongest preferences for evening classes (5:00 PM to 10:00 PM) and morning classes in the 8:00 AM to 12:00 noon time period.
- While the data is sketchy at best, the formation of a weekend college might start out with Saturday morning classes that are offered in a package that emphasizes courses of brief duration. Later, this could be supplemented with Friday evening only classes, with possible combinations of Friday evening and Saturday morning.

II. FROM THE SCOTTSDALE AIRPARK BUSINESS/INDUSTRY SURVEY OF INTERESTS:

- Over 50 percent of the businesses employ less than 10 people.
- More than one third of the businesses have a tuition refund policy for their employees and almost half provide release time for educational attainment.
- Employers recognize the benefit of higher education for their employees first by job efficiency followed by job advancement and salary increases.
- There was a considerable interest in week day classes with an emphasis on evening and early evening hours.

- More than two thirds of the responses indicated an interest in accelerated classes.
- Survey response showed a high level of interest in computer and business courses.

III. FROM THE AIRPARK CANCELLATION & ATTRITION STUDIES:

- Low cancellation and attrition rates (less than 15 percent) are found in the BPC, CIS, and SBS courses. Somewhat higher rates are found in the foreign language courses. For some courses (social sciences) there are probably too few sections to generalize.
- The lowest class cancellation rates are found in classes that meet only once a week. As the meeting frequency per week increases, the class cancellation rate increases as well.
- High class cancellation rates were found in general business, math, and English courses.
- While day classes are almost twice as likely to be cancelled as evening classes, there appears to be no significant difference between day and evening attrition rates.
- There appears to be no statistically significant relationship between cancellation rates and attrition rates. It would appear that class cancellations reflect marketing dynamics, while student attrition is more properly a a function of studentship skills, advising, etc.
- A significant portion (27 percent) of Airpark student attrition may be positively affected (reduced) by the addition of advising/LAC interventions.
- As much as 17 percent of Airpark student attrition may be positively affected (reduced) by the addition of counseling interventions.

IV. FROM THE STUDY ON DEMOGRAPHIC & ENROLLMENT CHARACTERISTICS OF AIRPARK STUDENTS:

- Over 50 percent of Airpark students are between 26 and 54 years old, making this a predominantly adult and non recent high school population. The recent high school graduate market appears to be uncultivated at this time.
- The large population over 54 years of age suggests a potentially strong "gray" market for people at or near retirement.
- Major student reasons for enrollment include personal interest/improvement (almost 40 percent) and transfer to another college (almost 24 percent). Job preparation and improvement constitute an additional 25 percent of the reasons cited.

- Student employment characteristics are bimodal, for while 23 percent report that they do not work at all, almost 36 percent report that they work over 31 hours per week.
- The student population at the Airpark is predominantly part time and takes three credits or less. Less than 16 percent are full time students.
- As revealed by zip code analysis, the proximity of home to campus may be the chief driving force behind Airpark enrollment.

V. FROM THE STUDY THAT COMPARED SPRING' 99 & FALL '99 COURSE OFFERINGS AT THE AIRPARK CAMPUS:

- Class offerings have declined from 124 to 112, for a reduction of about 9 percent.
- There is a marked decline in usage of Air 9 for the fall.
- Classes are starting later in the fall relative to the spring semester.
- Morning and afternoon classes have declined in the fall semester, with an especially steep drop in afternoon classes. Evening class offerings have increased considerably.
- There has been no increase in 8AM to 10AM classes for the fall semester.
- There are five classes in the fall that meet four times per week. No classes like this were offered in the spring.
- There is a sharp drop in fall classes of 5 weeks duration.

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